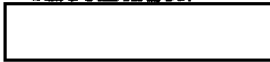


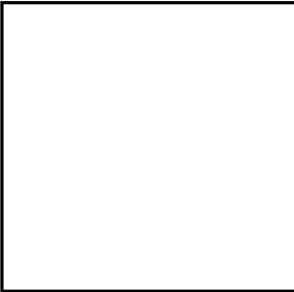
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~~CHAPTER III~~

~~ASSIGNMENT AND DEVELOPMENT~~

~~Part 5~~ Fitness Reports

1. POLICY

In order to provide a record of the opinions of supervisors regarding the employees, as a management aid and as a basis for effecting the best possible utilization of manpower, the Agency will evaluate the work performance and effectiveness of each staff employee and staff agent at least once each year.

2. GENERAL

- a. Heads of career services are responsible for the application of the Agency's evaluation system as it pertains to members of their services. Initial, reassignment, annual, and special reports will be made on Form 45. However, an evaluation in memorandum form may be substituted for Form 45 for employees in grades GS-14 and above.
- b. It is Agency policy that employees be informed concerning the effectiveness of their work. The annual fitness report will be shown to the employee concerned at the time it is completed except that the supervisor may elect not to show the report, other than a report supporting an adverse action when:

- (1) because of unusual circumstances at a field station, showing the report at a particular time would in the opinion of the Chief of Station adversely affect the interests of the Organization;

- (2) for medical or psychological reasons, it would be ill-advised to

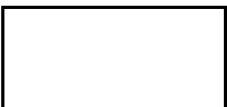
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show the individual the report;

(3) <sup>(when)</sup> security considerations preclude showing the report;

(4) the supervisor and the employee are so physically separated that it is impracticable to show the report.

c. When the report is not shown to the employee, the supervisor will state his reason on the report. Final determination regarding the showing of the report will be made by the head of the career service concerned, in collaboration with the appropriate Operating Officials.

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3. INITIAL REPORT

A fitness report will be prepared for each employee 9 months after his entrance on duty. This report is of particular importance in providing a record of the supervisor's evaluation of the employee before the completion of his 12-month trial period. The Office of Personnel will furnish to the administrative or personnel officer of each major component, on or before the 15th day of each month, a list of the headquarters employees for whom an initial report will be due within the next 30 days. An initial report may be deferred for a period not to exceed 30 days beyond the due date to provide the supervisor with additional time to evaluate an employee who has been under his jurisdiction less than 90 days.

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4. REASSIGNMENT REPORT

A fitness report or memorandum of evaluation is required when there is a change of supervision of the employee, except when a report has been made less than 90 days previously.

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5. ANNUAL REPORT

A fitness report will be prepared annually for each employee, except when

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an initial, reassignment, or special fitness report has been made within 90 days of the annual report due date. An annual report may be deferred until the employee has been under the jurisdiction of the supervisor 90 days.

## Schedule for Submission of Annual Reports

Grades	For Period Ending	Due in Office of Personnel	
		From Headquarters	From Field
GS-13 and above	30 June	31 July	31 August
GS-11 through GS-12	30 September	31 October	30 November
GS-07 through GS-10	31 December	31 January	28 February
GS-01 through GS-06	31 March	30 April	31 May

## 6. SPECIAL REPORT

A fitness report may be prepared whenever necessitated by a special circumstance, such as a proposed action based on extraordinary merit, disciplinary action, competitive promotion, consideration for membership in the career staff, or completion of a special assignment or detail.

## 7. ROUTING OF REPORTS

Fitness reports will be forwarded by the supervisor and the reviewing official through the head of the career service in time to reach the Office of Personnel in triplicate before the due date.

## 8. APPEALS

An employee who is not satisfied with his Fitness Report or evaluation may appeal in writing to the Head of his Career Service, who shall determine whether the evaluation will be amended, withdrawn, or become a part of the individual's official record.

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**SECRET**Form No. 45  
17 January 1958

SUBJECT: PREPARATION OF FITNESS REPORTS FOR ORGANIZATION EMPLOYEES

GENERAL

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It is Organization policy that an evaluation be prepared for each staff employee and staff agent at least once each year and that employees be informed concerning the effectiveness of their work performance. Regulation [ ] outlines the requirements and procedures for the preparation of the initial, annual, reassignment, and special reports. The Fitness Report, Form No. 45, is used to record evaluations. However, an evaluation in memorandum form may be substituted for Form No. 45 for employees in grades GS-14 and above.

INITIAL REPORT

A fitness report will be prepared for each employee as of nine months after his entrance on duty with the Organization. This report is of particular importance in providing a record of the supervisor's evaluation of the employee before the completion of his twelve-month trial period. An initial report may be deferred for a period not to exceed 30 days beyond the due date to provide the supervisor with additional time to evaluate an employee who has been under his jurisdiction for less than 90 days.

ANNUAL REPORT

A fitness report will be prepared annually for each employee, except when a fitness report has been made for some other purpose within 90 days of the annual report due date. An annual report may be deferred until the employee has been under the jurisdiction of the supervisor for 90 days.

SCHEDULE FOR THE SUBMISSION OF ANNUAL REPORTS

<u>GRADES</u>	<u>TO BE COMPLETED BY</u>
GS- 1 through GS- 6	30 JUNE
GS- 7 through GS-10	30 SEPTEMBER
GS-11 through GS-12	31 DECEMBER
GS-13 and above	31 MARCH

INSTRUCTIONS

FOR THE ADMINISTRATIVE OFFICER: The fitness report will be prepared in accordance with [ ] and be submitted in triplicate to the head of the career service concerned. The head of the career service will retain one copy and will forward the original and one other copy to the Office of Personnel.

SECTION A GENERAL -- self-explanatorySECTION B EVALUATION OF PERFORMANCE OF SPECIFIC DUTIES

In this section the supervisor will list the most important duties the employee has performed during the rating period and will rate each duty separately. Duties should be listed in order of importance. Compare when possible the individual being rated with others performing the same duty at a similar level of responsibility. Two individuals with the same job title may be performing different functions and should be rated on different duties. Very careful consideration should be

**SECRET**

SECTION B (Continued)

given to the listing of duties and the rating given each duty because this section is an important basis for the evaluation of the employee for future assignments. If the job requires maintaining files, say what kind; if it requires preparing contributions to NIS chapters, say what chapters; if it requires interviewing job applicants, say what level or what kind of jobs; if it requires conducting investigations, tell what kind and for what purpose; if it requires liaison activities, tell what kind and with whom; if it requires analyzing reports or preparing reports, tell what kind, what subjects, and for what purpose.

Examples: "Operates 1250 multilith press" -- not "operates press."  
 "Types research reports having many tables" -- not "types."  
 "Serves as senior case officer for 7 important current operations using knowledge of French and Polish languages" -- not "senior case officer."  
 "Supervises second-line supervisors who direct economic research" -- not "directs research."  
 "Responsible for processing fiscal, financial, and budget reports for an operating branch of 50 people" -- not "financial support."

SECTION C EVALUATING OVERALL PERFORMANCE IN CURRENT POSITION

In making this rating the supervisor should take into account the employee's conduct on the job as well as his performance on all specific job duties. Each supervisor will weigh these factors in his own mind so as to arrive at a rating which will reflect an employee's value on the job. It is quite possible for an individual to be rated high on a number of specific duties and yet rated average or below on overall performance because his conduct on the job interferes with getting the work done. Conversely, a person with relatively low ratings on certain specific duties may be rated high on overall job performance because his conduct on the job facilitates the work of the office or because of other personal qualities that he brings to the job.

SECTION D DESCRIPTION OF THE EMPLOYEE

In this section the supervisor considers the employee from a succession of different angles and makes a number of close judgments about him. These judgments should be based on the characteristics demonstrated by the individual in his current position. The statements in this series apply in some degree to most people, but should be checked only when such ratings assist in the description of the individual. This section is a good test of the supervisor's ability to observe his subordinates.

SECTION E NARRATIVE DESCRIPTION OF MANNER OF JOB PERFORMANCE

In this section the supervisor describes the employee's demonstrated abilities or deficiencies in the performance of his present job. Any relatively high or very low ratings in SECTIONS B, C, and D should be justified by supporting statements. In addition, the supervisor may comment here on any extenuating circumstances which affect the productivity and effectiveness of the employee.

SECTION F CERTIFICATION -- Self-explanatory

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**SECRET**

REVISION OF FORM NO. 45

**SECTION B:**

**Descriptive Rating Number -**

1. Performs this duty in an unsatisfactory manner.
2. Performs this duty in a barely adequate manner.
3. Performs this duty acceptably.
4. Performs this duty in a competent and satisfactory manner.
5. Performs this duty in an excellent manner superior to most persons holding similar jobs.
6. Performs this duty in an outstanding manner found in very few persons holding similar jobs.
7. Performs this duty in an outstanding manner superior to all others known to the rater.

**SECTION E: NARRATIVE DESCRIPTION OF MANNER OF JOB PERFORMANCE**

Stress strengths and weaknesses demonstrated in current position. Indicate suggestions made to employee for improvement of his work. Describe, if appropriate, his potential for career development and for assuming greater responsibilities. Amplify or explain, if appropriate, ratings given in Section B, C and D to provide the best basis for determining future personnel actions.

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